



ANNUAL REPORT

January - December 2025

Institutionalising Voice. Advancing Equity. Strengthening Resilience

A large, diverse group of people are seated in rows, attending a formal meeting or conference. In the foreground, several individuals are looking towards the front of the room. A woman in a red dress is standing and speaking into a microphone. The room is well-lit, and there are cameras on tripods visible in the background.

6TH ANNUAL
GENERAL
MEETING OF SUBSCRIBERS

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Message from THE CHAIRPERSON OF THE GOVERNING COUNCIL

Distinguished members of the Governing Council, our esteemed subscribers, partners, friends of Star Ghana Foundation, management and staff, ladies and gentlemen, it gives me great privilege to welcome you all to the 6th Annual General Meeting of the STAR-Ghana Foundation. I am grateful for your continued commitment to the vision, values, and work of this institution, and for the time you have taken to attend today's important gathering.

As we reflect on 2025, I am encouraged by the steady progress we have made in strengthening our governance systems, deepening our engagement with stakeholders, and advancing our mission of active citizenship and accountable governance.

The year began with a renewed sense of purpose, following the formation of the Executive Committee and the approval of our annual governance calendar. These early steps set the tone for a more structured and responsive approach to oversight and strategic direction.

One of the standout moments of the year was the Akoto-Ampaw Active Citizenship Dialogue, which brought together over 150 participants for a rich intergenerational conversation on the future of civic engagement in Ghana. This platform not only reinforced our thought leadership but also demonstrated the Foundation's convening power in shaping



Hamdiya Ismaila

national discourse.

Our 5th Annual General Meeting marked a significant milestone, as it was my first AGM as Chairperson. It was also notable for its inclusivity, with the introduction of a braille version of the Annual Report, an important reminder of our commitment to leaving no one behind. We also took time to honour the

remarkable contributions of my predecessor, Dr. Esther Ofei-Aboagye, whose legacy continues to inspire the work we do today.

At the governance level, the Council remained active and engaged, successfully convening multiple quarterly meetings despite some logistical challenges. The adoption and subsequent launch of our new Strategic Plan stands out as a major achievement. This plan provides a clear roadmap for the Foundation's future and has already been widely disseminated among stakeholders, partners, and staff.

Equally significant was our decision to restructure our committee system. The dissolution and reconstitution of the Governing Council committees, though not without its challenges, was a necessary step to address conflicts of interest, improve efficiency, and strengthen oversight. The introduction of more stringent onboarding and participation requirements reflects our commitment to accountability and high standards of governance.

I am also pleased to note improvements in member engagement, particularly in the area of subscription compliance, as well as ongoing efforts to update and regularize our membership records in line with regulatory requirements.

Beyond governance, the Foundation played a meaningful role in the national constitutional review process, collaborating with key partners to ensure that civil society perspectives were reflected in the final outcomes. This is a testament to the relevance and influence of our work.

Of course, we are mindful that there is still more to be done. Key policy areas, including the Endowment Fund, ethical funding frameworks, and internally generated funds, require further attention as we continue to strengthen our

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financial sustainability.

Looking ahead to 2026, we have an ambitious calendar before us. From regional and national dialogues to our upcoming stakeholder convening on resource mobilisation and risk management, we are positioning the Foundation to be even more impactful and resilient in a changing environment.

As we move forward, I encourage all members and stakeholders to remain actively engaged, to uphold the values of the Foundation, and to contribute meaningfully to our shared goals.

In closing, I would like to express my sincere appreciation to the Executive Director, management, the Secretariat, and all Council members for their dedication and hard work throughout the year. I also thank our partners and subscribers for your unwavering support.

Together, we will continue to build a stronger, more inclusive, and more accountable society.

Thank you.

HIGHLIGHTS

2 025 was a very challenging year yet deeply satisfying year for STAR-Ghana Foundation.

The seismic changes in international development assistance, involving deep cuts in the volumes of financing as well as changes in the focus of such assistance, particularly from bilateral donors, have had negative impacts on the resilience and effectiveness of civil society organisations. The Foundation's capacity to mobilise resources and implement key actions towards achieving its mission were significantly affected.

Despite these however, the Foundation consolidated its position as the leading convenor of civil society dialogues and facilitator of coordinated civic actions in Ghana. Across 14 strategic convenings, the Foundation facilitated critical dialogues around issues such as the sustainability and resilience of the civic sector, peace and security in northern Ghana, youth empowerment, inclusive access to quality social services, good governance and active citizenship. Over **2,400** citizens participated directly.

Five years after its transition from a donor programme into a Foundation, STAR-Ghana launched its **2nd Five-Year Strategic Plan**. The plan marks a shift to a more ambitious mission, to contribute to shaping Ghana's civil society landscape and fostering a vibrant national climate where citizen-led initiatives drive equitable governance, social accountability, and sustainable development. With **governance as the overarching goal**, the plan focuses on 4 pillars of **economic, social policy, environmental & natural resource and political governance**.

Working with **84 civil society organizations, ranging from community-based organisations (CBOs)**, social movements and civic alliances to national think tanks and advocacy organisations, the Foundation was able to directly engage with and support over **166,000 citizens in 166 districts** to access and exercise their rights to quality social services, enhance the effectiveness of their actions for voice and agency in political governance, address livelihoods challenges and to work towards secure communities.

Through its **Convenor, Catalyst and Coordinator** roles, the Foundation has helped to achieve significant progress in strengthening the civic space. The **Ghana Civil Society Forum (GCSF)**, which provides an inclusive space for civil society convening and coordinated actions is in its fourth year of existence; a **technical working group** to lead processes towards the development of a policy and legal framework for philanthropy in Ghana has been set up, following the Ghana Philanthropy Conference; following consultations with over 1,000 CSOs and other stakeholders, a **CS Position Paper on the Not-for-Profit Organisation's bill** has been adopted and is being used to engage government; and the **Northern Ghana Security Dialogue** has provided space for sharing of information and enhanced collaboration between state and non-state actors on peace and security in northern Ghana.

The Foundation has contributed significantly to efforts to achieve peace, security and development in northern Ghana through the **SURE, BRAVE and Inclusive Elections and Accountable Governance projects**. A **Peace Index** has been developed in collaboration with the National Peace Council (NPC) and will be rolled out in 2026, the Northern Ghana Peace

and Security Dialogue Platform continues to contribute to enhanced security coordination and collaboration between state and non-state actors, over **3000 community members** gained livelihoods and entrepreneurship skills and

received business start-up supports to build their economic resilience and **36 peace structures**, comprising community dialogue platforms and peace circles have been established and supported.



Unveiling of STAR-Ghana Foundation's 2025-2029 Strategic Plan

2025 in Figures

166,856
Citizens Engaged Directly

55% Women | 32% Young People

**Civil Society Partners
Engagement**

84 Civil Society Partners
Engaged in
98 Projects

Across 166 Districts

**Border Communities
Livelihoods**

2,772 Citizens
(841 Women & 1,931 Youth)

In **24** Border Communities
in Northern Ghana

Supported to Gain Decent Livelihoods

14 Major Dialogues
Convened



2,493
Direct Participants

Grants Disbursed

Approx. **Ghc 28m**
Disbursed to 84 Partners





Interior Minister, Mohammed Muntaka Mubarak, Ministers of the Five regions of the North, ED of STAR-Ghana Foundation in a group photo at the 6th NGSD

Overall, the Foundation consolidated its position as the leading convenor of civil society dialogues and facilitator of coordinated civic actions in Ghana. Across 14 strategic convenings, the Foundation facilitated critical dialogues around issues such as the sustainability and resilience of the civic sector, peace and security in northern Ghana, youth empowerment, inclusive access to quality social services, good governance and active citizenship. Over **2,400 citizens** participated directly in these dialogues.

INTRODUCTION

This is STAR-Ghana Foundation's **seventh (7th) annual report** since its registration as an independent legal entity in 2018. This report covers the period from **January 2025 to December 2025**.

It presents highlights of the Foundation's work during this period, including key results achieved, progress towards achievement of its mission and the lessons learned. It also outlines the strategic priorities for 2026 and beyond.

STAR-Ghana Foundation is a not-for-profit civil society organization (CSO) operating nationally. Its owners (subscribers) comprise individuals of integrity from across the country, representing diverse demographics, professions and experiences. They are united by a common goal: to see the Foundation promote good governance and inclusive/sustainable development through mobilized and strengthened citizen action.

Our Mission and Values

STAR-Ghana Foundation's vision and mission are rooted in the belief that an engaged, knowledgeable citizenry is a critical national asset for democratic development, and that sustainable change comes from strengthening local voices and mobilizing communities around shared goals. The mission therefore is to *'mobilize, catalyze and support an informed, active, and engaged citizenry, as the bedrock for fostering good governance and inclusive development'*

Our Vision for Ghana: A democratic, peaceful, prosperous, and just nation.

Further details on the Foundation's Vision, Mission, and values are available on its website: www.star-ghana.org

CONTEXT

The context for development work in 2025, globally and at the national level, has been framed by significant, complex and continuously evolving shifts in the landscape.

At the global level, shifting donor priorities coupled with major cuts in donor funding, particularly from bilateral donors, have combined to negatively affect the sustainability and resilience of a significant section of the civic sector and its organisations. For most CSOs that depend largely on bilateral donors, these developments have impacted the scale of their operations, their effectiveness and the focus populations they support.

Declining funding for development initiatives has intensified competition amongst CSOs to access these limited funds. This has negatively affected appetites for collaboration and coordination among CSOs, further fragmenting voices and initiatives and negatively affecting effectiveness.

The rise in importance of other forms of financing for development, including venture philanthropy, foundation giving, blended financing, local philanthropy and social enterprises provide opportunities for CSOs to diversify their funding and gain greater control over their priorities and strategies.

At the national level, the change in government at the beginning of the year ushered in a period of transition at all levels of governance, in most cases slowing down the pace of implementation of work and necessitating investments in developing and strengthening relationships. The new government's interest in undertaking governance reforms, in partnership with civil society, provide grounds for cautious optimism and entry points for strengthened engagements

with government to improve governance and developmental outcomes.

These developments have reinforced the importance of platforms that strengthen constructive engagement between citizens, civil society, and state institutions.

Due in part to the dynamics of the current governance context in Ghana which incentivises direct citizens' actions as a means of gaining the attention of duty bearers, but largely as a result of advances in social media and digitalisation, less formally organised citizens groups have emerged as an influential section of civil society. These new formations challenge existing CSOs, particularly NGOs, to critically reexamine their systems and strategies to remain relevant and effective.

Illegal mining, also known as 'galamsey', unsustainable timber logging practices and climate change are wreaking havoc on the livelihoods of disadvantaged populations and communities and threatening the country's longterm developmental aspirations and options. Without significant citizen mobilisation and advocacy, there does not seem to be the political will to address galamsey in particular beyond window dressing actions that target symptoms.

Within this context, STAR-Ghana Foundation continues to position itself as a national centre for active citizenship and philanthropy, supporting citizens and civil society actors to engage meaningfully in governance processes. In 2025, the Foundation developed its new 2025–2029 Strategic Plan, which prioritises strengthening civil society ecosystems, expanding citizen participation, and mobilising domestic and international partnerships to

advance inclusive and sustainable development in Ghana.

“Illegal mining, also known as 'galamsey', unsustainable timber logging practices and climate change are wreaking havoc on the livelihoods of disadvantaged populations and communities and threatening the country's longterm developmental aspirations and options. Without significant citizen mobilisation and advocacy, there does not seem to be the political will to address galamsey, in particular, beyond window dressing actions that target symptoms.”

PROGRESS TOWARDS ACHIEVING OUR MISSION

Civil Society Strengthening

- GCSF
- CSSP
- AVID partners
- Evs

Local Philanthropy

- GPC'25
- Technical WG on DRM
- GfC Partners
- NPO Bill

Active Citizenship

- GCSF
- AC Dialogues
- Volunteerism
- Peace and Security

OUR PROGRAMME

OVERVIEW

Our programme seeks to improve governance. We believe governance determines how power is exercised, how decisions are made, and how resources are allocated, all of which directly affect the ability of citizens to participate in and benefit from development. We focus on four dimensions of governance-economic, social policy, political and environmental and natural resources governance.

We pursue tangible change across five thematic sectors-rights to services; civil society strengthening; security, peace and development; natural resource governance and climate change; and democratic and participatory governance.

A comprehensive **annual programme report** is attached as **Annex 1**

PROJECTS

Building Resilience Against Violent Extremism (BRAVE)

Funded by **GCERF**, the BRAVE project, which runs from 2023 to 2027, strengthens the resilience of border communities against violent extremism. It covers 22 border communities in the Upper West and Upper East regions. Key implementation strategies focus on economic skills and livelihood enhancement, digital and critical skills development among the youth and promoting social cohesion and integration. To date, it has directly engaged with and supported **37,230** citizens. This includes **1,500 (444 males and 1056 females)** vulnerable youth and women supported with livelihoods and entrepreneurship skills building, equipment and small grants to foster sustainable livelihoods, and **2,000 youth (827 males and 1173 females)** equipped with digital skills to strengthen their resilience against violent extremist propaganda.



Young women receiving training in weaving as part of livelihood skill training under SURE

Civil Society Support Programme (CSSP#StP)

The Shifting the Power (StP) programme is a unique and ambitious programme to challenge the current international development paradigm to fundamentally shift power away from funders and institutions of the global north into the hands of local civil society organisations (CSOs) and communities. It does this by shifting decision-making to local civil society organisations in all

aspects of the programme and by providing core flexible funding to partner organisations and communities. The programme is currently midway through its ten-year implementation period (2020-2030). It is co-funded by **Comic Relief** and the **Foreign Commonwealth and Development Office** (FCDO) and implemented in Ghana by STAR Ghana Foundation and the West Africa Civil Society Institute (WACSI). The programme supports **36 CSOs** in Ghana to develop and implement actions for their institutional and financial resilience.



Seedlings nursery (social enterprise for sustainability initiative) for Maaltaaba Peasant Women Farmers Association, a partner under CSSP-StP

Giving for Change (GfC)

The 5-year Giving for Change (GfC) project, which ended in December 2025, contributed to consolidating the civic space through *promoting local philanthropy to increase local ownership, advance citizens' agency and strengthen communities' ability to exercise their rights. Key implementation strategies focused on promoting communities of practice among civil*

society organizations (35 CSOs) around local philanthropy, supporting 6 partners to develop and implement models of philanthropy to address salient community issues, advocacy for an enabling environment for civil society and local giving and strengthening international partnerships for genuine development in the global south. It was funded by the **Dutch Ministry of Foreign Affairs** and implemented by the Giving for Change Alliance (GfCA) in **8 countries**.



A community health facility built through local resource mobilization under the Giving for Change (GFC) Project

Action for Voice and Inclusive Development (AVID)

Funded by the **William and Flora Hewlett Foundation**, The Actions for Voice, Influence and Inclusive Development (AVID) project (2022 – 2026) aims to improve access to social services and economic resources for underserved groups including Fulbes, rural women, persons with disabilities, youth, informal sector workers and smallholder/peasant farmers, the project partnered 17 partners, comprising a mix of community-based organizations, informal networks and national level organizations to deliver tailored projects across 131 communities and 47 districts.

AVID provides the sandbox for piloting the Foundation's volunteerism strategy, which covers 18 partners in 91 communities across 30 districts.

Action for Youth Development (Kofkro)

The Action for Youth Development (AfYD), also called Kofkro aims at contributing to youth inclusive municipality-New Juabeng South municipality. Focusing on youth as the primary target, it strengthens the capacities of youth-led/based organisations to mobilise; promote spaces for youth and municipality engagements around advancing youth wellbeing-quality health care, skills and jobs.

The first phase of AfYD was implemented between 2022 and 2025 and funded by the **BOTNAR foundation**. The project has contributed to an increased focus on **youth inclusion** in the structures and work of the Municipal assembly and related agencies. This has reflected in increased budgetary allocations for youth related activities, inclusive spaces for youth engagement with Municipal authorities and increased capacities of young people's organisations.



National Student's Convocation





Some participants at the 2025 Youth Summit held in Koforidua

Lift-Up Philanthropy

The project, funded by **WINGS**, aims to support the development and strengthening of an enabling environment for philanthropy in Ghana, in contribution to inclusive development. It piloted, over a six-month period (May-December 2025) the influencing of specific legislative and policy framework for philanthropy, the *Not For Profit Organizations Bill*. It was funded by WINGS.

Strengthening Systems for Resilience Against Extremism (SURE)

The Strengthening Systems for Resilience Against Extremism (SURE) project contributes to reduce vulnerabilities that predispose

communities in Northern Ghana to violent extremism. The project employs an integrated approach by combining security partnerships, community-based resilience building, and gender-responsive peacebuilding, aiming to address root causes of conflict, enhance community resilience to VEOs, strengthen regional and national-level cooperation and mainstreaming gender and social inclusion prevention of violent extremism. SURE, is implemented in **12 border communities** in the five Northern Regions by a consortium of three- the Foundation for Security Development in Africa (FOSDA) and **the West Africa Centre for Counter-Extremism (WACCE) with STAR-Ghana Foundation as the consortium lead**. It is funded by **FCDO**, from August 2025-March 2026. It engaged **4,600 citizens** during the reporting period.



Huzaifa Bachandi, one of 3 girls enrolled for the electrical installation and maintaining livelihood skills training in Chereponi under the SURE Project



Wobtir Pascalina, one of many young people receiving training in different trade areas under the apprenticeship and livelihood development initiatives for the SURE Project

CONVENINGS

“

...We need to focus on a legal framework on resource mobilization and philanthropy. We will be happy to initiate the process to create that legal framework and harness the resources. I will personally commit to being part of a team to develop a bill that can be submitted and rope in the Attorney General.” Nana Oye, Bampoe Addo, Deputy Chief of Staff at the Office of the President (Ghana Philanthropy Conference'25)

”

OVERVIEW

Fourteen (14) major dialogues were convened during the period under review, bringing together over **2,400** participants from a cross-section of citizenry and relevant duty bearers for reflection and joint problem-solving on some of Ghana's most pressing governance and development issues. These convenings have helped promote a culture of inter- and intra-stakeholder dialogues to address salient local and national issues, strengthened the voices of civic actors, particularly of disadvantaged social groups, in development discourses and strengthened inclusive spaces for dialogue. They have also confirmed and strengthened the Foundation's convening power, based on its credibility and trust with key stakeholders and the effectiveness of its thought leadership role. Reports on the convenings are attached as **Annex 2**

Key convenings during the period include:

The Ghana Civil Society Forum

The Ghana Civil Society Forum (GCSF) 3rd Ghana Civil Society Forum (GCSF) has become, within the relatively very short period of its existence, the key gathering of civil society organisations (CSOs) in Ghana to reflect on the sector and strategise towards its strengthening.

The 3rd convening of the GCSF was held under the theme “*Reimagining Development Financing and Civic Action: The Challenges, Opportunities, and the Way Forward*”. It attracted over **700 participants** from civil society, government, donor partners and academia to exchange views and explore alternative financing models for civil society and Ghana's development amid declining external funding support.

The keynote address was delivered by Her Excellency Naana Jane Opoku-Agyeman, the Vice President of Ghana. She emphasized the government's readiness for continuous

engagements with CSOs in creating a conducive environment to enhance the effectiveness of the work of the civic sector. The forum recognized civil society actors' significant contributions to Ghana's development and challenged CSOs to

work towards strengthening their rootedness with the communities they work with or support and to share learning and experiences on strategies to diversify their funding sources.



Vice President Prof Jane Naana Opoku Agyemang, Chairman of the NDPC, Prof Akilakpa Sawyer and some development partners in a group picture at the 2025 GCSF

Four (4) Working Groups around *Civil Society Sustainability, strengthening an enabling environment for civil society, enhancing the accountability and legitimacy of CSOs, and strengthening the GCSF* were constituted to take forward the work of the forum in between convenings and provide spaces for members' active participation in the work of the forum.

Ghana Philanthropy Conference

The 2025 Ghana Philanthropy Conference (GPC 25) marked a major step in positioning domestic resources mobilization as a critical national strategy for sustainable national development.

The conference brought together over **400 participants** across civil society, academia, private sector and government to reflect and dialogue around the theme, *“Repositioning Domestic Resources Mobilization as a Catalyst for Accelerating Development”*.

The conference yielded important commitments and forward-looking partnerships, including the setting up of a government-civil society technical working group to lead preparatory work towards a national philanthropy policy. The Masterclass sessions provided much needed capacity building support for local organisations who would otherwise not have had such learning opportunities.



Group picture at the Ghana Philanthropy Conference 2025



Nana Oye-Bampoe Addo, Deputy Chief of Staff (Administration) delivering her remarks to the gathering at the Ghana Philanthropy Conference 2025

Northern Ghana Security Coordination Dialogue

The 6th Northern Ghana Security Dialogue (NGDS), the first since the change in government in January 2025, marked a significant milestone with the participation for the first time of a Minister for the Interior. This signified the increasing strategic importance of the dialogue within Ghana's peace and security architecture. The Minister described the dialogues, which bring together relevant state and non-state actors to share information and develop strategies for improved coordination and collaboration, as very relevant given that *'the evolving security threats confronting the five northern regions, their complexity and inter linkages require sustained coordination among stakeholders...'*

The 6-monthly dialogues are hosted in turns by the 5 Regional Coordinating Committees (RCCs) in northern Ghana and facilitated by STAR-Ghana. Priority actions identified included strengthening the capacity of traditional authorities in land documentation and administration, launching reintegration programmes to rebuild trust and social cohesion and deepening and enhancing trust building activities between communities and security agencies.

Koforidua Youth Summit

In collaboration with youth-led organizations, the National Youth Authority (NYA), and the New Juaben South Municipal Assembly, STAR-Ghana convened Koforidua's first-ever Youth Summit under its Kofkro project, creating a platform for

over 600 youth for dialogue and collective visioning. The summit provided an inclusive space for young people to engage among themselves and also directly with municipal leaders on pathways to harness their capacities and aspirations for the transformation of the municipality.



Hon. Mohammed Muntaka Mubarak, Interior Minister speaking at the 6TH NGSD.



The summit helped shape the local youth development agenda. The Municipal Chief Executive reaffirmed the Assembly's commitment, in its Medium-Term Development Plan (MTDP 2026-2029), to expanding opportunities for skills development and business support, while the National Youth Authority spotlighted the National Apprenticeship Programme, aiming to enable over 10,000 youth business start-ups. Youth participants also pledged to deepen civic engagement, report corruption, and volunteer in local development processes. As a young participant put it *'from this summit, I am joining the OSP Youth Against Corruption network. I will share the reporting channels with my WhatsApp*

groups and reject any 'facilitation fee' culture in student associations''.

National Student Convocation

In collaboration with the National Union of Ghana Students (NUGS), the Foundation convened the National Students Convocation as a platform to enhance youth engagement in civic discourse. The theme focused on education financing. The convocation was attended by over **1000 students across** secondary and tertiary levels and public officials from the Education Ministry.



Hon. Haruna Iddrisu, Education Minister and some dignitaries at the National Student's Convocation



Some participating students at the National Student's Convocation

The students called for increased investment in education, particularly reforms to student loan and scholarship schemes, and enhanced regulatory measures to ensure greater transparency and fairness in tertiary education fee structures.

Akoto - Ampaw Active Citizenship Dialogue (AACD)

The AACD is the Foundation's flagship convening, instituted to stimulate dialogue, and action on civic awareness and engagement. The AC Dialogue was renamed in 2025 to honour **Mr Akoto Ampaw (Sheey Sheey)**, a founding member of the Foundation and a leading civic activist who stood in the forefront of the actions for democracy, rights and protection of the civic space. The theme for the 2025 dialogue was

'Inter-generational dialogue on active citizenship: Lessons and opportunities for the future' and brought together over 150 participants, mainly young people. The keynote address was delivered by **Mr Bernard Avle**, a journalist and social activist.

The dialogue reaffirmed strong civic cultures as foundational to improved governance, better service delivery, and more inclusive development outcomes. The key reflection is the importance of sustaining activism as a continuous, inclusive process by bridging generational divides, adopting more effective and accessible communication approaches to engage younger generations and elevating the historical and contemporary contributions of women in activism.



Bernard Avle delivering a keynote address at the 2025 AAACD

The dialogue reaffirmed strong civic cultures as foundational to improved governance, better service delivery, and more inclusive development outcomes. The key reflection is the importance of sustaining activism as a continuous, inclusive process by bridging generational divides, adopting more effective and accessible communication approaches to engage younger generations and elevating the historical and contemporary contributions of women in activism.

Convenings on NPO Bill

The Foundation supported a nationwide consultation process on Ghana's draft **Non-Profit Organisations (NPO) Bill** to ensure that civil society voices inform the development of an enabling legal framework for the sector. Working with the NPO Enabling Environment Working Group of the GCSF, and based on a technical paper prepared by the Foundation, dialogues

were convened across four zones of the country to enable as many CSOs as possible to participate in the consultation process. In all over 1,000 CSOs and CSO experts participated across the four zones.

Critical issues raised during the conversations included limited prior consultation on the Bill, concerns about the composition and appointment process of the proposed NPO Commission Board, and the potential for political influence in the oversight of the sector. Participants also raised concerns about the introduction of additional licensing requirements beyond existing company registration processes, noting that these could create unnecessary bureaucratic burdens and potentially restrict civic space.

Participants called for clearer provisions on tax incentives for NPOs, safeguards against excessive regulatory powers, and the

establishment of an independent arbitration mechanism to resolve disputes between the Commission and organisations. The consultations also underscored the need for the NPO Bill to recognise social enterprises as an important financing mechanism for civil society organisations.



Dinah Adiko, Subscriber of STAR-Ghana Foundation making a submission at the 2025 AACD

OUR FINANCES



Ama A.A.Baafi

OUR FINANCES (See attached Annex 3)

The 2025 financial year reflects the Foundation's continued growth and a stronger scale of operations, with income increasing to GH¢ 110.3 million, compared with GH¢ 81 million in 2024 and GH¢ 44 million in 2023, while expenditure rose to GH¢ 96.1 million from GH¢ 74.9 million and GH¢ 37 million respectively. This resulted in an operating surplus of GH¢ 14.2 million in 2025, above the surpluses recorded in 2024 and 2023. The year was however

significantly affected by a foreign exchange loss of GH¢ 15.4 million (leading to a deficit of GH¢ 1.1m), in contrast to an exchange gain of GH¢ 19.2 million in 2024, highlighting the material effect of currency volatility on overall results. Notwithstanding this pressure, expenditure remained largely programme-focused, with grants continuing to account for 60% of total spend, demonstrating sustained commitment to programme delivery and partner support. Overall, the 2025 result demonstrates the Foundation is steadily growing with solid programme investment, while underscoring the continuous exposure to foreign exchange risk.

Major Financial Indicators

Indicator	2025	2024	2023
Income (GH¢ m)	110.3	81.0	44.0
Expenditure (GH¢ m)	96.1	74.9	37.0
	14.2	6.1	7.0
Exchange Loss/Gain	(15.4)	19.2	7.0
Deficit/Surplus (GH¢ m)	(1.1)	25.7	14

It is also worth noting that any surpluses recognised relate to deferred project activity funds as a result of timing differences in activity implementation.

REFLECTIONS

a. *Strengthening Multi-Stakeholder Collaboration*

The Foundation has achieved so much because of its deliberate and intentional strategy to foster and strengthen multi-stakeholder collaborations around the various thematic areas of work. From the **Northern Ghana Security Dialogue** which brings together relevant state and non-state actors promote to enhance the effectiveness of peace and security actions, to the **Technical Working Group on Philanthropy in Ghana** with membership from government, CS, the private sector and academia, the **Community Dialogue Platforms on Security and Cohesion** in various communities in northern Ghana and the **Ghana Civil Society Forum**, it is obvious that collective action produces more durable policy and development outcomes than isolated interventions. It requires intentionality, commitment and resourcing.

b. *Investing in Evidence for Policy Influence*

Given the competing demands for policy makers and duty bearers' attention, timely and credible evidence, including citizen generated data to back advocacy and civic engagement initiatives is critical to successfully influencing and shaping policy decisions and discussions. This is particularly apposite for CSOs that may not have the numbers of partisan groups or the financial resources of private sector. For STAR-Ghana, this will require strengthening its partnerships with academia, following up with the launch of the STAR-Ghana Fellows and strengthening communities' and citizens' capacities to generate and use evidence to claim and exercise rights.

c. *Nurturing the Next Generation of Civic Leadership*

Sustaining democratic governance, active citizenship and achieving inclusive and sustainable development requires continuous investment in emerging civic leaders, youth

engagement, and institutional capacity across the civil society sector. For civil society at large, nurturing emerging leaders is critical to the sustainability of the civic sector. This will require a shift from engaging with young people as targets of development actions, to centering their voices agency in the development and implementation of all development initiatives.

d. Enhancing Organisational Agility in a Changing Development Landscape

The current development financing context and civic space dynamics require adaptive and forward-looking organisations. This means a re-examination not just of sources of funding, but also about how organisations are structured and organised to deliver their mandates. Diversifying sources of funding without fundamental restructuring of how operations are carried out will merely be kicking the can down the road. Likewise in terms of partnerships, CSOs will need to broaden and deepen the range of partnerships they develop for their work, including relevant partnerships with government and the state, the private sector, academia and local community groups.

PRIORITIES FOR 2026

Implementation of the new 5-year strategic plan will be the main focus of the Foundation's work in

2026. It requires scoping studies to inform the development of strategies for the new thematic focus areas of Economic and Natural Resource Governance, while consolidating work in the existing areas of Political and Social policy governance and Civil society strengthening.

Active citizenship, local philanthropy and civil society strengthening are strategies to achieve the Foundation's strategic objectives and mission; they are at the same time ends in themselves. Ongoing work on promoting active citizenship, particularly the deepening of the volunteerism workstream and the active citizenship dialogues will be intensified. Work started in 2025 on engaging with and strengthening social movements at all levels of governance; this will be prioritised and mainstreamed in the implementation of ongoing and new projects and initiatives.

Internally, the focus will be on reviewing the Foundation's strategies to align with the new strategic plan; strengthening the Business Development Unit and intensifying resource mobilisation, particularly the piloting of a social enterprise initiative and launch of an endowment fund; strengthening the Foundation's Thought Leadership role, including the roll out of the STAR-Ghana Fellows initiative and the establishment of a research unit.

OUR PEOPLE

GOVERNING COUNCIL

Hamdiya Ismaila	-	Chairperson
Adelaide Addo-Fening	-	Vice chairperson
Ben Koku Avle	-	Member
Charles A. Abugre	-	Member
Emmanuel Gyimah Boadi	-	Member
Ethel Delali Cofie	-	Member
Eunice Comnashar	-	Member
Gertrude Oforiwaa Fefoame	-	Member
Kobina Yeboah Okyere	-	Member
Suzan-Hermina Yemidi	-	Member
Victor Paa Kwasi Mensah	-	Member

SUBSCRIBERS

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 Charles Aheto-Tsegah
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STAFF

Ibrahim-Tanko Amidu	-	Executive Director
Eunice Agbenyadzi	-	Head of Programmes
Mary Sabbah	-	Head of Finance and Operations
Joan Vivian Koomson	-	Head of Partnerships and Resource Mobilisation
Frank K. Amoateng	-	Head of Results and Knowledge Management
Marian Kyei	-	Governance Advisor
Raymond Danso	-	Portfolio Manager
Sarah Adjei	-	Project Manager
Fredrick Y. Nuuri-Teg	-	Projects Manager
Emmanuel Dedoo	-	Senior Grants Officer
Anita Awuku	-	Senior Programme Officer,
Feruz Salisu	-	Senior Programme Officer
Ama A. A. Baafi	-	Senior Communications Officer
Jacob Tetteh	-	Senior Finance Officer
Allswell Garbrah Hooper	-	Project Officer
Ragadahu Abdul-Wahab	-	Project Officer
Josephine Adjei	-	Admin and Programmes Support Officer
Khadija Abdul-Samed	-	Project Officer
Amina Abdulai	-	Project Officer
Owusuwaa Owusu-Brempong	-	Project Officer
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Godfred Mensah	-	Finance Officer
Richmond Duku	-	Finance Officer
Juliana Baidoo	-	Finance Assistant
Emmanuel Mensah	-	M&E Officer
Joel Abbew	-	Driver
Mohammed Abdallah	-	Driver
Abdallah Abukari	-	Driver
Yasmeen Dubuire	-	Intern
Getrude Asare Bediako	-	Intern
Ruth Penchim Ane	-	Intern
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